



Peace Officer Application Process

Kaizen Event Report Out

By: “Operation Squash the Water Spider”

May 19, 2006



Background

Steve Ponsetto

- The Department of Public Safety was looking for ways to streamline and improve the quality of the Peace Officer Application Process.



Team Members

Steve Ponsetto

- Brent Jameson, Consultant, Guidon
- Mike Bawn, Consultant, Guidon
- Linda Leto, Team Leader, DOM
- Rob Hansen, Sub-team Leader, DPS - PRTB
- Cecilia Benetti, DPS – PRTB
- Mark Logsdon, DPS – PRTB
- Steve Ponsetto, DPS – Intelligence Bureau
- Tina Jensen, DPS – Intelligence Bureau
- Larry Sauer, DPS – Commissioner's Office
- Jim Wachuta, DPS – Commissioner's Office
- Sam Knowles, DPS – ASD/PSB



Team Members Continued

Steve Ponsetto

- Ben Mims, DPS – DCI
- Sarah Franklin-Tharp, DPS – DCI
- Justin Sackett, DPS – ISP
- Rich Kinseth, DPS – ISP
- Emily Parrott, DPS – TSB
- Connie Hellmann, DAS – HRE
- Sherry Timmins, DED
- Dr. Philip Ascherman, Consultant to DPS
- Pam Peters, Nebraska State Patrol
- Mark Williams, Nebraska State Patrol



Objectives

Sam Knowles

1. Improve efficiency of the application process
2. Assure the operational needs of the divisions are met
3. Identify the most qualified people
4. Maintain fair and nondiscriminatory hiring practices
5. Assure the process is consistent across divisions
6. Identify individuals that are not good candidates for hire



Goals

Sam Knowles

1. Improve timeline by 50%
2. Move from paper files to 100% electronic files
3. 100% of critical vacancies filled upon graduation

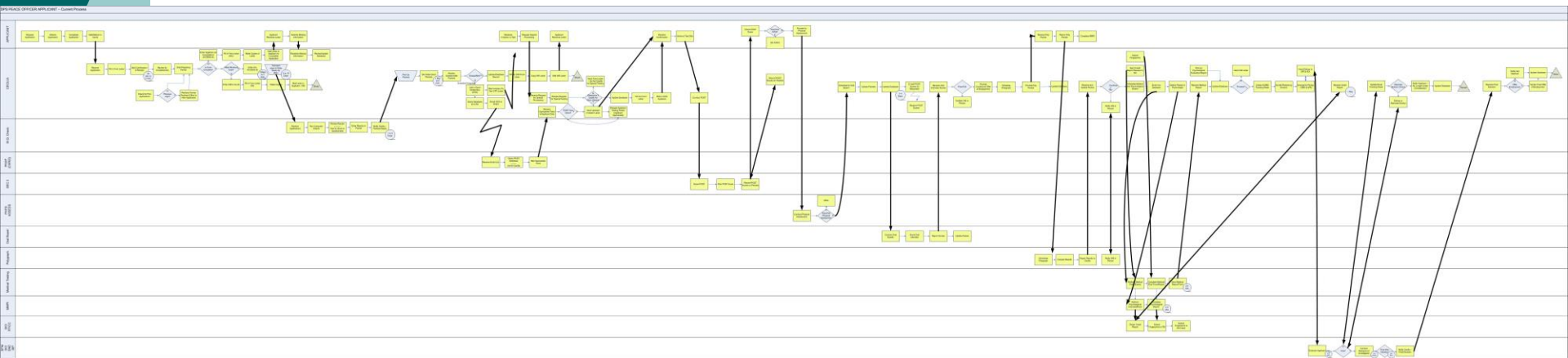


Kaizen Methodology

Sam Knowles

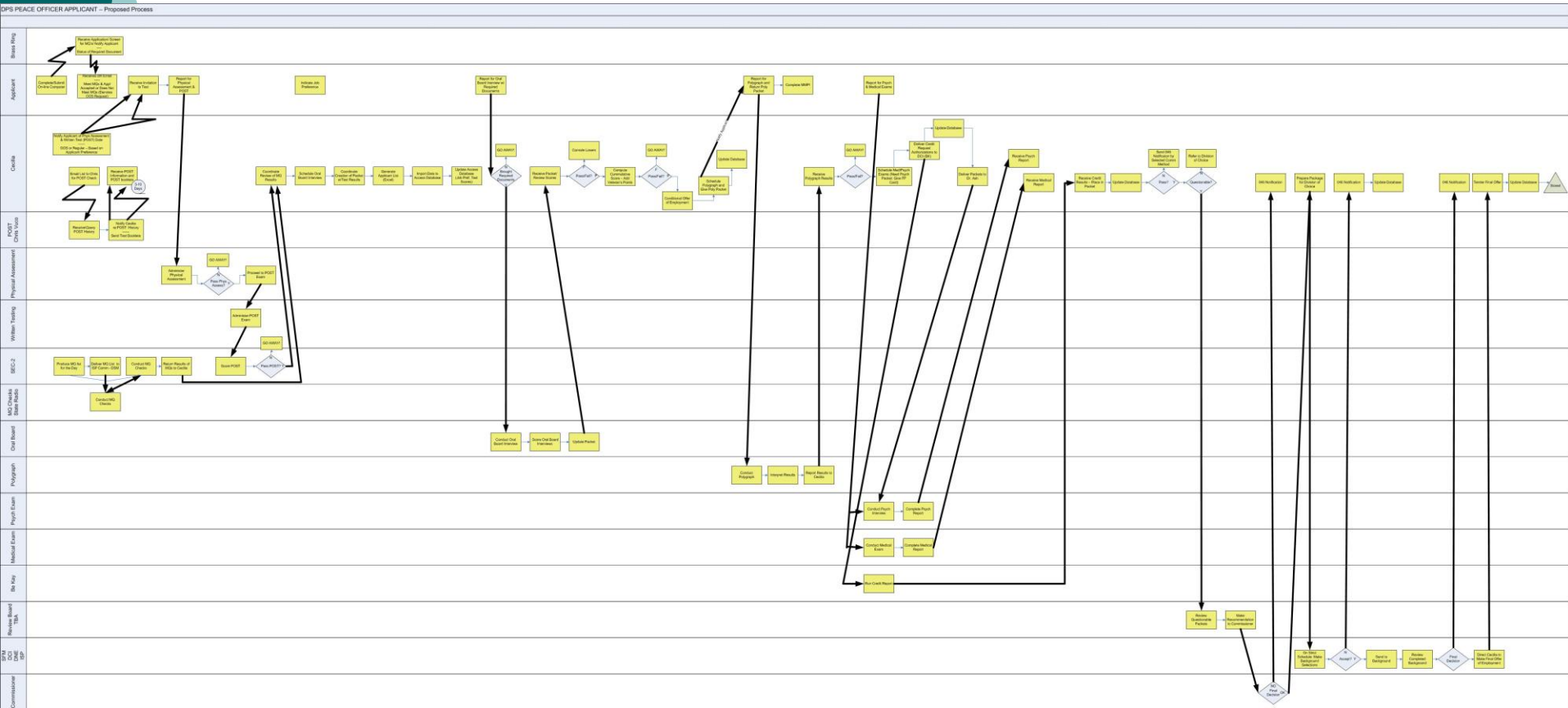
- Clear objectives
- Team process
- Tight focus on time
- Eliminate waste
- Quick & simple
- Creativity vs. capital
- Immediate results (“quick wins” to add value)
- 5S “mindset” – sort, set order, shine, standardize, sustain -- to support event activities

Cecilia Benetti

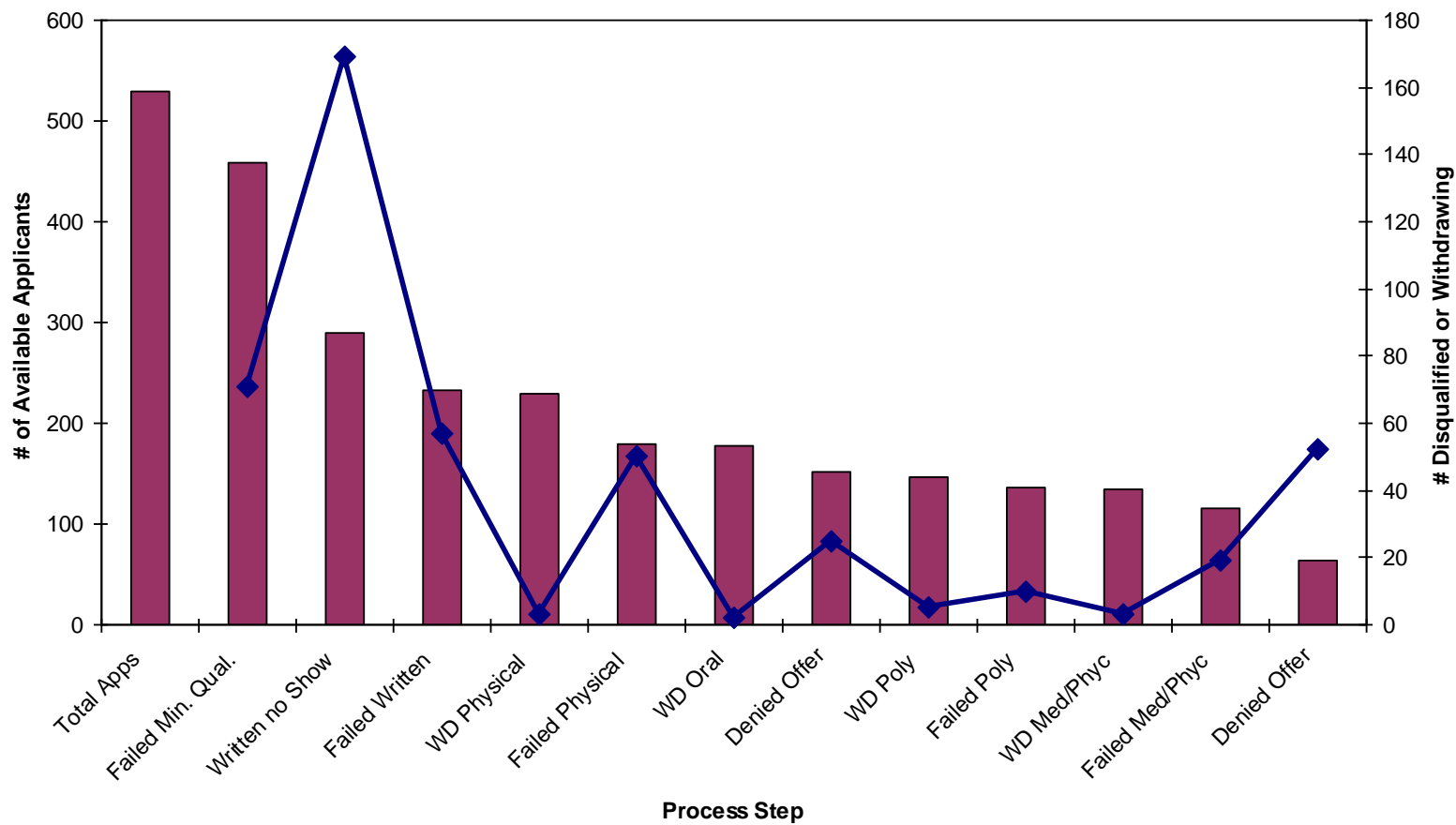


Rob Hansen

Rob Hansen



2005 DPS Applicant Process





Results

Rob Hansen

	Old	New	% Change
Lead Time	99 Days, 30 Min (Best)	44 Days, 30 Min (Best)	55%
	398 Days (Worst)	143 Days 2 hours	64%
# of Steps	128	76	41%
# of Handoffs	29	14	52%
# of Decisions	15	11	27%
# of Loopbacks	2	0	100%



Results Continued

Rob Hansen

	Old	New	% Change
# of Delays	15	6	60%
Delay Days (Best Case)	83	11	86%
Delay Days (Worst Case)	257	115	55%
# of Value Added Steps	1	1	--
% of Steps with Value-Added	.7%	1.3%	--



Results Continued

Rob Hansen

	Old	New	% Change
# of Mailed Forms	9	1	88%
# of Electronic Forms	0	6	100%

Homework

Tina Jensen

Item	Item Description	Person Responsible	Due Date
1	Use of former & current polygraph examiners	Ben	Done
2	Make more polygraph equipment available. Determine cost/time	Ben	Done
3	Conduct fingerprints at Academy	Rob	Waiting on Call June 1 if no Call
4	Research electronic storage of packets	Jim & Emily	Done
5	Move Herman Miller walls; Obtain vertical storage; Implement other space improvements.	Rob	Waiting on Call Continue
6	Research Electronic Pre-Application including hosting & creating site. Feed info from tracking database to on-line site.	Tina & Sherry	Done
7	Post cards sent by Sec II. Design card and labeling.	Mark & Justin	NA

Homework Continued

Tina Jensen

Item	Item Description	Person Responsible	Due Date
8	Define what forms need to be sent & Automating. Add eligibles to the database.	Mike & Cecilia	Done
9	Make Cecilia's Excel sheet a part of the database. Follow-up with Bill Kroes.	Cecilia, Sarah & Rob	May 24
10	Files on Shared Drive for Division Administrator's review	Jim & Emily	Done
11	Develop cross-divisional eligibility team to ensure department standards are met	Steve, Connie & Rich	Done
12	Define what divisions are currently doing	Ben & Rich	Done
13	Research Iowa Code etc. to see what needs to be done to administer PT Test first	Rob	Done

Homework Continued

Tina Jensen

Item	Item Description	Person Responsible	Due Date
14	Modify applicant instructions related to birth certificates and transcripts; labeling	Cecilia	Done
16	License new hire and use back up from State Radio. Verify there aren't licensing stipulations.	Tina	Done
17	In instructions include information regarding bringing birth certificates and transcripts & other pertinent data. Define requirements for Brass Ring.	Cecilia, Rob & Larry	Schedule Meeting by May 22
18	Contact Dr. Ascherman to determine time to process from receipt to issue final report	Cecilia	May 18
18	Champion Cross-divisional Review Team	Rob & Larry	June 1



Parking Lot

Tina Jensen

- Logistics such as how we set up for written and physical assessment
- Address in process where applicant changes mind
- Revisit list of eligibles



Lessons Learned

Justin Sackett

- Streamlined Process for Efficiency
- Focus on Target Group
- Just-in-time Process
- Don't Create Packet/Hard Document until Necessary
- Shifting Responsibility to the Applicant
- Information Previously Requested by Applicants now Available On-line



Lessons Learned


Justin Sackett

- Drive Applicants to Website
- Technology Driven Process
- Better/More Time Sensitive Communication
- Better Department Oversight
- Cost Reduction
- Error-proofed Portions of the Process
- Recovered Time from Process to be Used Elsewhere



Team Member Experiences

Mark Logsdon



We welcome your
questions and comments!



“Where there is no standard, there can be no Kaizen.” -- Taiichi Ohno

Comments

Brent Jameson, Guidon Performance Solutions